

Public Appointments Commission Secretariat

2010-11

Report on Plans and Priorities 2010-11

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Prime Minister of Canada

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Section I – Departmental Overview

Summary Information

Raison d'être

The Public Appointments Commission Secretariat's role is to provide advice and support respecting the development of the Public Appointments Commission and, once the Commission is established, to assist in implementing the policies, procedures and partnerships required to successfully oversee and report on the selection processes for Governor-in-Council appointments to agencies, boards, commissions and Crown corporations.

Responsibilities

The Federal Accountability Act provides for the creation of the Public Appointments Commission. The Public Appointments Commission Secretariat, created by Order-in-Council on April 21, 2006, is responsible for: laying the groundwork for the Commission including the development of a Code of Practice (Code) and associated guidance governing the selection processes for Governor-in-Council appointments; providing advice and support in assessing compliance with the Code including compliance audits; and supporting the Commission, once established, with the preparation of an annual report to the Prime Minister, and through the Prime Minister, to Parliament. This development work, which includes research and best practices, is shared continually with Privy Council Office officials who work on a daily basis with partners to improve appointment processes geared toward the specific needs of their organizations.

Strategic Outcome

The Public Appointments Commission Secretariat has one strategic outcome, which is supported by two program activities: Oversight of Governor-in-Council appointments; and Internal services.

Strategic Outcome: To ensure fair and competency-based processes are in place for the recruitment and selection of qualified individuals for Governor-in-Council appointments across agencies, boards, commissions and Crown corporations.

Summary Table of Planned Spending by Program Activity

(thousands of dollars)

Program Activities ¹	Forecast Spending 2009-10	Planned Spending			Alignment with Government of Canada Outcomes ²
		2010-11	2011-12	2012-13	
Program Activity 1: Oversight of Governor-in-Council appointments	287	963	963	963	This program activity is aligned with all Government of Canada outcomes.
Program Activity 2: Internal services	60	100	100	100	
Total Spending	347	1,063	1,063	1,063	

Program Activity 1: Oversight of Governor-in-Council appointments contributes to the achievement of all Government of Canada outcomes by ensuring that selection processes for federal Governor-in-Council appointments are fair and competency based.

Program Activity 2: Internal services supports the effective and efficient delivery of Program Activity 1.

The forecast spending for 2009-10 reflects the fact that the Public Appointments Commission is not yet established.

Benefits for Canadians

There is a need for government to provide greater certainty and consistency in appointment policies and in the process and standards that are followed and applied. This will help to ensure the effectiveness of governing boards that direct and control government organizations that function at arm's length from ministers, and yet have significant and wide-ranging responsibilities (e.g. advisory, regulatory, service delivery). Additionally, open and transparent, fair and competency-based appointment systems provide for greater accountability and public confidence in this sector.

¹ For program activity descriptions, please see Section II.

² <http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2008-2009/cp-rctb-eng.asp>.

Planning Summary

Financial Resources (thousands of dollars)

2010-11	2011-12	2012-13
1,063	1,063	1,063

The planned spending table above provides a summary of the total planned spending for the Public Appointments Commission, once established, and its Secretariat, for the next three fiscal years.

Human Resources (full-time equivalent - FTE)

2010-11	2011-12	2012-13
4	4	4

The human resources table above provides a summary of the total planned human resources for the Public Appointments Commission, once established, and its Secretariat, for the next three fiscal years.

The Public Appointments Commission Secretariat currently has a small staff of two: a Deputy Executive Director on secondment, supplemented by an Administrative Assistant on contract.

Public Appointments Commission Secretariat Priorities for 2010-11

Operational Priorities	Type	Links to Strategic Outcome(s)	Description
Conducting research into domestic and international selection processes to identify trends and best practices.	Ongoing	<p>Links directly to the Strategic Outcome</p> <p>Overall improvements to public appointment systems will provide for a greater range of quality candidates available for consideration for public offices.</p> <p>High quality public appointments are a key component of effective board governance.</p>	This work is required to update options developed for the Commission's <i>Code of Practice</i> , and to address concerns raised about current appointment processes which include: identification of selection criteria for governance boards as well as individual appointments; terms and conditions governing reappointments; communication protocols; performance evaluation systems; and lengthy appointment rounds.

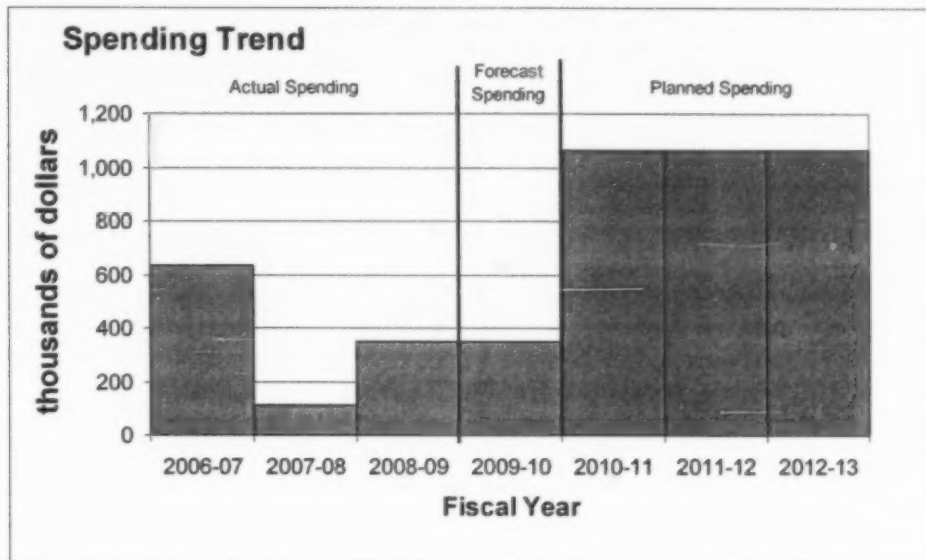
Management Priorities	Type	Links to Strategic Outcome(s)	Description
Internal management	Ongoing	<p>Links directly to the Strategic Outcome</p> <p>A quick start-up of the Commission will provide for greater oversight of public appointments.</p>	The Secretariat will continue to develop its planning and reporting instruments, including updates to a human resources strategic plan and an internal audit system. This will ensure that the Secretariat will be in a position to support a quick start-up of the Commission, once established.

Risk Analysis

Because the Public Appointments Commission has yet to be established, the Secretariat's focus must necessarily remain on updating preparations (which have already been developed), including research and identification of best practices. This information can be shared on a timely basis with Privy Council Office officials, in order to inform their ongoing reform efforts.

Expenditure Profile

The figure below illustrates the Public Appointments Commission Secretariat's spending trend from 2006-07 to 2012-13.



The spending trend from 2006-07 to 2010-13 reflects: first, an initial influx of start-up funds for the Public Appointments Commission Secretariat in 2006-07 to support the initial Commission (which was held in abeyance shortly thereafter); second, a decrease in spending during the period between April 2007 and March 2010—a period in which the Public Appointments Commission Secretariat has been laying groundwork for a new Commission; and third, planned spending between 2010-11 and 2012-13, during which period it is expected that the Public Appointments Commission and its Secretariat will be fully established.

Note, in particular, that the decrease of \$0.5 million in actual spending from fiscal year 2006-07 to 2007-08 is explained by having a fully operational organization in 2006-07, having no activities for the period of April 2007 to October 2007, and having only a partially operational organization between April 2007 and March 2010. Once fully established and staffed, planned spending for the Commission and its Secretariat will be in the order of \$1 million annually.

Voted and Statutory Items

This table illustrates the way in which Parliament approved the Public Appointments Commission Secretariat's resources.

(thousands of dollars)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2009-10 Main Estimates	2010-11 Main Estimates
25	Program expenditures	945	945
(S)	Contributions to employee benefit plans	118	118
TOTAL		1,063	1,063

Section II – Analysis of Program Activities by Strategic Outcome

Strategic Outcome

Strategic Outcome: To ensure fair and competency-based processes are in place for the recruitment and selection of qualified individuals for Governor-in-Council appointments across agencies, boards, commissions and Crown corporations.

Performance Indicators	Targets
<p>As part of a broader performance measurement strategy, performance indicators have been developed for the Commission and its Secretariat.</p> <p>Outcomes toward success will include: public recognition and confidence in public appointment systems; partner compliance with the principles and minimum standards established; widespread use of consistent documents and procedures geared to specific organizational needs; identification and widespread dissemination of best practices; application of procedures to provide for a wider range of applicants; and high quality reporting systems.</p>	<p>Implementation of the performance measurement strategy will need to coincide with the establishment of the Commission.</p> <p>Ongoing work has resulted in progress in developing and implementing clear and concise selection criteria and processes; improved timing of appointments; availability of orientation and training for new appointees, which includes addressing conflict-of-interest rules and ethical and political activities guidelines; and development of performance evaluation systems (Auditor General 2009). Continuing improvements in all key areas are expected in the next reporting period.</p>

Program Activities

Program Activity 1: Oversight of Governor-in-Council appointments

Program Activity 1: Oversight of Governor-in-Council appointments					
Human Resources (FTEs) and Planned Spending (thousands of dollars)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
4	963	4	963	4	963

This financial information reflects planned spending for a fully established Commission and a fully staffed Secretariat.

Oversight of Governor-in-Council appointments covers activities relating to: the development of options for a principle-based and proportional Code of Practice, including minimum standards covering selection criteria, recruitment strategies and assessment processes; the development of procedures and guidance to assist auditors to assess compliance with the Code of Practice, once implemented; continued research into domestic and international agencies responsible for public appointments to identify best practices; the development of frameworks for reporting to the Prime Minister and Parliament; and internal evaluation frameworks to measure success in achieving the mandate. Additionally, advice and best practices are shared with Privy Council Office officials to support ongoing improvements to existing appointment frameworks.

Benefits for Canadians

Certainty and consistency in appointment policies help to ensure that appropriate processes are followed and that standards are applied. This, in turn, helps to ensure the effectiveness of governing boards that direct and control government organizations that function at arm's length from ministers.

Program Activity 2: Internal services

Program Activity 2: Internal services					
Human Resources (FTEs) and Planned Spending (thousands of dollars)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
0	100	0	100	0	100

The Public Appointments Commission Secretariat is limited in size and the Secretariat must function as a department within the meaning of Schedule 1.1 of the Financial Administration Act. For this reason, the Privy Council Office's Corporate Services Branch provides most administrative and financial services under a Memorandum of Understanding.

Benefits for Canadians

Internal services for the Public Appointments Commission Secretariat are largely provided by the Privy Council Office's Corporate Services Branch. In 2010-11, the Secretariat will continue to access the expertise of the Privy Council Office in order to reduce operating costs.

Planning Highlights for Program Activities

The mandate of the Public Appointments Commission is to oversee the processes by which people are appointed to agencies, boards, commissions and Crown corporations. It does not extend to making individual appointments. Focusing on processes will ensure that a wide range of people with appropriate skills, knowledge and experience is recommended to ministers, thereby contributing to the well-being of the country through a commitment to the values of public service.

Much progress has been made in recent years on developing and implementing quality appointment processes, including the creation of a centralized website to post vacancies; the issuance of policies and guidance on minimum selection standards and processes, proportional to specific public organizations; and the development of orientation and ongoing training. Still, there is room for improvements. In the period in advance of the Commission's establishment, the Public Appointments Commission Secretariat will assist the Privy Council Office in ongoing developments by making recommendations for improving strategic planning and consistency across public organizations and by identifying options to address the specific concerns raised by the Auditor General in her recent reports to Parliament.

Section III – Supplementary Information

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